

Creating healthy places to **live, work**



and **play** across North Carolina

A report from the Fit Community Initiative



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The Fit Community Initiative

What happens when diverse coalitions of partners work together to help their communities become healthier places to live, work and play? In 2005, the North Carolina Health and Wellness Trust Fund (HWTF) aimed to find out. In response to a growing body of evidence¹ showing that people have difficulty making healthy choices when their neighborhoods and communities lack safe, affordable and readily available opportunities for healthy eating and physical activity, HWTF partnered with Active Living By Design (ALBD) to create Fit Community. In addition, Blue Cross and Blue Shield of North Carolina helped support the initial phases of the Fit Community designation program, and the North Carolina Division of Public Health provided the final year of funding for the entire initiative in 2011-2012. A designation and grant program, Fit Community was designed to recognize and reward community-based efforts to make healthy choices easier and more accessible.

Fit Community grant awards provided funding and technical assistance with the goal of increasing routine physical activity and/or healthy eating by focusing on policy and environmental change strategies in communities. Over a five-year period, Fit Community supported 38 municipal- and county-based partnerships, each receiving \$60,000 over two years. These partnerships developed a range of interventions and implemented them in their project areas, which typically focused on community, school or work site settings.

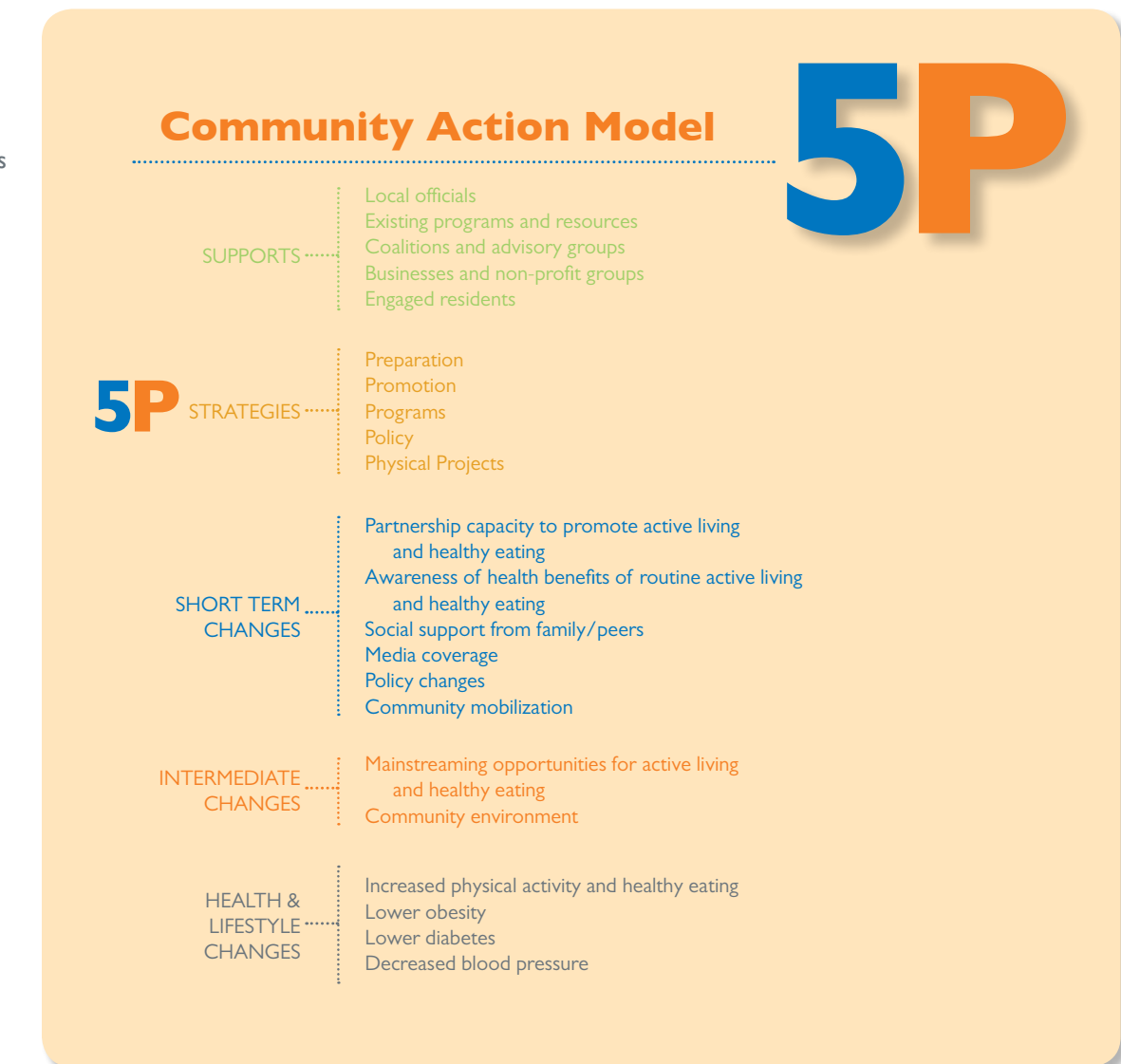
In order to apply for grant funding, partnerships also participated in a self-assessment process to gauge existing efforts to support physical activity, healthy eating and tobacco use prevention across their communities, schools and workplaces. Community leaders, government officials and staff, businesses and non-profit organizations collaborated in the self-assessment process, which identified strengths and areas for improvement, and provided community partners with a tool to stimulate collaboration on broader issues including health, livability, equity and sustainability. Those who excelled in all categories received a three-year Fit Community designation award. Twenty-seven North Carolina communities earned this distinction between 2006 and 2011, including nine that received re-designation awards.

A key component of the Fit Community initiative included technical assistance (TA) from Active Living By Design. Designation and grant applicants, as well as recipients of the two-year grant awards, worked in consultation with ALBD, whose approaches included coaching; the provision of resources, education and training; and support for project planning and implementation. Assistance primarily occurred through regular telephone calls, e-mails, community site visits, annual grantee meetings and other methods offered on an as-needed basis.

ALBD's **5P Community Action Model** served as the framework for the grant projects as well as the designation application. The model calls for the coordination of **five strategies – Preparation, Promotion, Programs, Policy and Physical Projects** – in support of a community's vision or goal. It is based on the assumption that the integration of multiple "P" strategies will be more likely to generate increased and sustained routine physical activity and healthy eating compared to strategies that are implemented in isolation (e.g., solely building a trail, offering a walking program or starting a community garden).

Each of the **5P strategies** involves specific action steps. Preparation includes partnership development, assessment, generating resources and sustainability planning. Promotion involves targeted communication with residents and policy makers to raise awareness and build demand. Programs are organized, ongoing activities that encourage routine physical activity and/or healthy eating. Policy strategies inform, influence and provide a foundation for the implementation of practices that support active living and healthy eating. Physical projects improve the community environment and/or remove existing barriers to routine physical activity and healthy eating.

This document summarizes Fit Community, an innovative initiative that helped generate changes in policies and environments in municipalities and counties across North Carolina between 2006 and 2012. It provides a rich array of stories and lessons learned from a variety of settings that can be used by community partnerships, funders and technical assistance providers engaged in similar work across the state and the nation. It also offers a variety of relevant resources from featured Fit Community grantees and designees.



¹ F as in Fat: How Obesity Threatens America's Future, a 2010 updated Report from Trust for America's Health. Available online: <http://healthyamericans.org/reports/obesity2010/> Obesity2010Report.pdf; Recommended Community Strategies and Measurements to Prevent Obesity in the United States. Morbidity and Mortality Weekly Report (July 24, 2009).

GRANT RECIPIENTS

Phase I (2006 – 2008)

- Ashe County
- Duplin County
- City of Graham
- Haywood County
- City of Lumberton
- Mecklenburg County
- Pamlico County
- Sampson County

Phase II (2007 – 2009)

- Town of Black Mountain
- Town of Burnsville
- City of Greensboro
- Orange County
- Northampton County
- Stokes County
- City of Shelby
- Town of Spring Lake

Phase III (2008 – 2010)

- City of Burlington
- Caswell County
- Town of Edenton
- Town of Faison
- Village of Pinehurst
- Pitt County
- City of Salisbury
- Town of Star

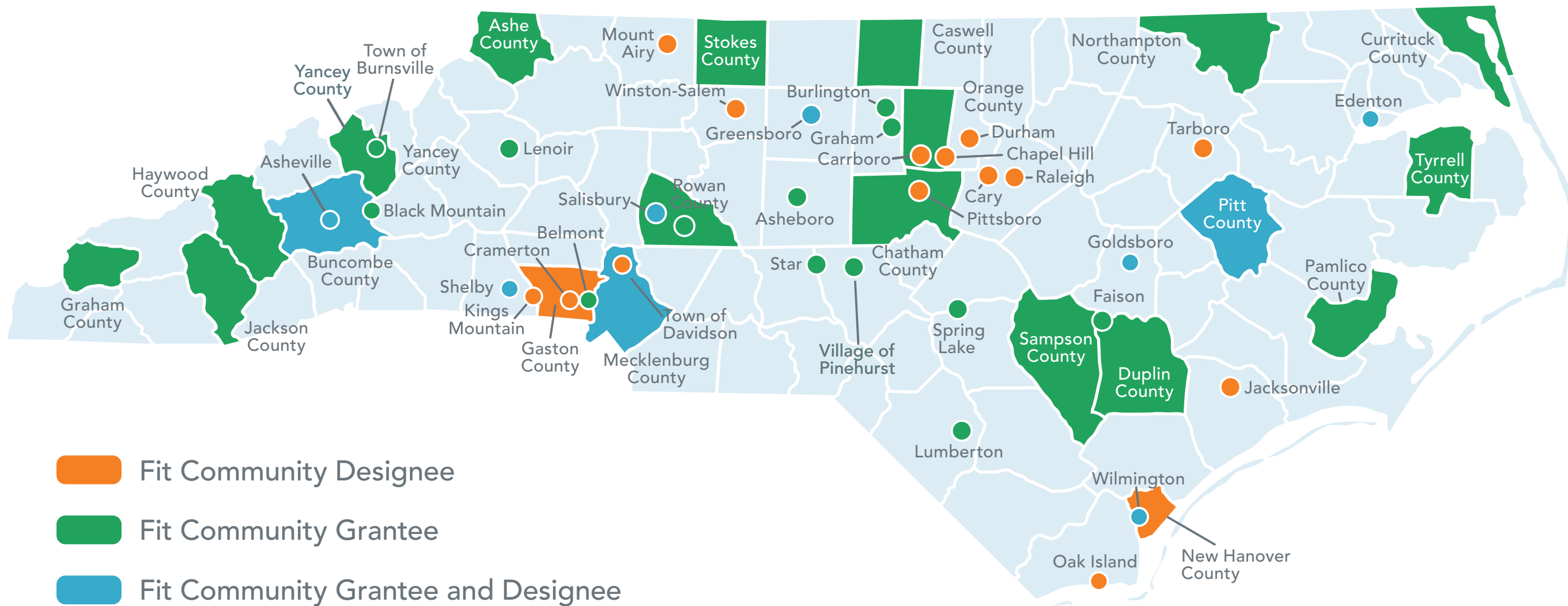
Phase IV (2009 – 2011)

- City of Asheville
- Currituck County
- City of Goldsboro
- Graham County
- Rowan County (Millbridge Elementary)
- Tyrrell County
- City of Wilmington
- Yancey County

Phase V (2010 – 2012)

- City of Asheboro
- City of Belmont
- Buncombe County
- Chatham County
- Jackson County
- City of Lenoir

Fit Community Grant and Designation Recipients



DESIGNATION RECIPIENTS

- City of Asheville (2006 and 2009)
- Town of Black Mountain (2008)
- Buncombe County (2010)
- Town of Carrboro (2007)
- Town of Cary (2007 and 2010)
- Town of Chapel Hill (2006)
- Town of Cramerton (2006 and 2009)
- Town of Davidson (2011)
- City of Durham (2006)
- Town of Edenton (2007)
- Gaston County (2009)
- City of Goldsboro (2009)
- City of Greensboro (2006)
- City of Jacksonville (2008)
- Town of Kings Mountain (2010)
- Mecklenburg County (2007 and 2010)
- City of Mount Airy (2006 and 2009)
- New Hanover County (2011)
- Town of Oak Island (2006 and 2009)
- Pitt County (2006 honorable mention, 2007, 2010)
- Town of Pittsboro (2010)
- City of Raleigh (2010)
- City of Salisbury (2007 and 2011)
- City of Shelby (2007)
- Town of Tarboro (2008)
- City of Wilmington (2006 and 2009)
- City of Winston-Salem (2010)



Fit Community Grant Projects: Case Studies and Highlights

Between 2006 and 2012, thirty-eight North Carolina communities implemented two-year, \$60,000 Fit Community initiatives, which were augmented by various sources of matching funds and in-kind support. All grantees utilized the 5P Community Action Model as an underlying framework for their work, but projects also were tailored to meet the needs of each community's unique situation. Often the work took shape in specific settings where an opportunity to increase active living or healthy eating arose, and where partnerships were in place or primed to begin. Fit Community projects tended to address a number of domains: **parks, recreation and trail facilities; schools; pedestrian and bicycle infrastructure; gardens; and work sites.** These community highlights and case studies provide examples for each domain as well as several of many success stories from Fit Community initiatives across the state.

While Fit Community originated as an obesity prevention initiative, it did not provide direct funding to help individuals lose weight or reduce body mass index. Instead, projects and activities occurred in a broader context of community change, through efforts to create healthier places to live, work and play. Such community-based supports, in turn, helped individuals build healthy habits into their daily routines. For this reason, so many Fit Community stories – and the true spirit of the initiative – focus on the process of creating community change, which begins by collaborating, building stronger ties across all sectors of the community and envisioning a future that results in better health and quality of life for everyone.



“What none of us could possibly have known is what this project has done for the town of Faison and the surrounding area...”

Creating Community Change: Town of Faison - Faison Fosters Fitness

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.” Margaret Mead’s wisdom rings true in Faison, a small town of 900 residents in eastern North Carolina. There, two passionate citizens sparked a movement to improve health and quality of life across the community. Their vision centered on the construction of a new state-of-the-art indoor recreation/wellness facility and an adjacent walking track. While these facilities, completed in 2010, provide ample opportunities for physical activity and healthy eating that didn’t previously exist, they have also become a means to bring community members together. For example, they host a variety of events, serve as an official bus stop for children in afterschool programs and provide residents with a place to gather and socialize. Ken Avent, Faison Recreation and Wellness Commission member and one of the original advocates for the project, stated, “It’s been wonderful to see people [of diverse backgrounds] talking together, laughing together, complaining together. It’s been a community-building thing.”

Early support from elected officials was critical in launching the project. Enthusiasm from the mayor and town board resulted in a vote to commit \$250,000 in matching funds needed to apply for a Parks and Recreation Trust Fund (PARTF) grant, a large investment for such a small town. Supportive of subsequent efforts to implement and continue the project, the town approved all grant proposals that were submitted to outside funders, agreed to serve as the administrative agent in order to coordinate and comply with awards from multiple funding streams, and directed its recreation commission to help lead the initiative. To bolster use of the walking trail, the town expanded its hours and installed lighting to increase accessibility in the mornings and evenings. Leaders also established and funded parks and recreation director and assistant positions to support operation of the recreation/wellness center.

Receipt of Fit Community funding contributed to the construction of facilities, and also helped leverage additional funds for the work in Faison. The North Carolina State Trails Program, PARTF, several local foundations, Blue Cross and Blue Shield of North Carolina Foundation, and the U.S. Department of Agriculture provided essential support to increase the project’s reach. Additionally, the Fit Community technical assistance model enhanced the partnership’s understanding of and commitment to health outcomes and long-term impact as priorities in their

work. For example, the Faison Recreation Commission initially focused only on providing summer sports leagues to youth, but ultimately expanded their vision to encourage wellness for all age groups. Accordingly, the town rewrote an ordinance that established the recreation commission to reflect the new health goals and changed its name to the Faison Recreation and Wellness Commission.

Programs at the recreation/wellness center and trail reflect the commission’s broad goals and serve the entire community. In addition to support from the town, non-profit partners and local volunteers provide significant resources to maintain the many programs and expanded operating hours. Opportunities include walking clubs, healthy eating classes, low-impact chair exercise and other senior-focused programs, Zumba classes, basketball leagues, afterschool activities, Meals on Wheels and more. Unstructured activities also occur throughout the day using fitness equipment and the gymnasium. Partners estimate there were 50 trail users daily, rain or shine, while the recreation/wellness center recruited nearly 400 members by the end of 2011 and continued to grow – confirming residents’ enthusiasm for these new resources. According to Mayor Elmer Flake, “There might have been skepticism at first, but even the skeptics came on board. I think everyone in town is really proud of what we’ve done.”

The ability to rally around and sustain community assets has been a welcome change in this agricultural community where residents must too often organize to protest unwanted, high-pollution land uses. In fact, the new recreation resources continue to serve more people and generate more community support. In addition, Faison has assisted other municipalities in understanding how to replicate such success within their own communities. Anne Taylor, Fit Community project director, Recreation and Wellness Commission member and another early advocate for the project, speaks with pride of the changes that have taken place as a result of the project. “What none of us could possibly have known is what this project has done for the town of Faison and the surrounding area. It has lifted our morale in spite of hard economic times. It has brought together people of several different cultures. There is truly a new feeling that this is our town, our trail, and our wellness center.”



Fit Community grant projects focused on creating community change and working toward a future of better health and quality of life.

Parks, Recreation and Trail Facilities

Parks, recreation and trail facilities are ideal settings for community-based initiatives to increase physical activity and healthy eating. As innate gathering places for community members and families, they serve as vital local resources and can support healthy lifestyles. Bringing play equipment or a walking track to a park where inadequate or no facilities existed previously can spur increased park use. Such actions can also lead to additional community ownership and interest in advocating for the park as a venue for healthy living. Variations on this theme occurred in each Fit Community project involved in park and recreational settings.

Simply building infrastructure may be insufficient to create lasting change. Sensitivity to community dynamics is also critical. For example, distrust by residents toward city or county officials may originate from a history of unfulfilled promises. Partnering with local advocates to ensure that an initiative reflects the community's needs and builds ownership is critical to its ongoing success. Moreover, an engaged local partnership is needed to maintain programming, generate positive publicity, align future funding opportunities and ensure that the project can be sustained.

HIGHLIGHTED COMMUNITY: HAYWOOD COUNTY

A ten-mile nature trail was built in the Rough Creek Watershed. The town of Canton dedicated it as an outdoor recreation area and agreed to provide future maintenance for the trail. Community partners worked with state regulatory agencies to gain approval for the project, and agreed that placing a well-designed trail in the environmentally-sensitive area was an effective way to increase responsible use and community appreciation. The initiative sparked the formation of a new "Friends of the Trail" non-profit organization dedicated to ongoing stewardship and promotion of the trail.

HIGHLIGHTED COMMUNITY: CITY OF GOLDSBORO

Stoneycreek Park in Goldsboro received a new natural play area with climbing boulders, a butterfly garden and walking path using signs to promote learning and active play, helping the community to leverage an additional \$250,000 PARTF grant for future improvements and further establishing the park as an active play resource for families. In order to increase use of the park and build healthy habits among young children, Goldsboro and Wayne County partners reached out to several childcare facilities, inviting them to attend a series of special outdoor play events. They also worked directly with the facilities, helping staff adopt policies and practices to increase healthy eating and physical activity for children on a daily basis.

Case Study: City of Burlington – North Park in Motion

"We wanna dance," school-aged girls at North Park told partners from Burlington Parks and Recreation Department, the Alamance County Health Department, Healthy Alamance and nearby Elon University, who visited the park to see how a Fit Community grant might promote more opportunities for physical activity. While many boys and young men played basketball after school, girls and young women felt that "hanging out" was their only option. City and county partners knew that North Park faced other challenges as well. The residents living nearby and those living farther away viewed the park as a place that supported crime and gang activity. Overlooked by the city when decisions were made regarding improvements and programs, North Park was also underutilized by its more proximate neighbors, some of whom drove across town for recreational opportunities rather

than walking to their own neighborhood park. After talking with youth who did use the park, the partnership gained an understanding of the pent-up demand and potential for change.

At North Park's Mayco Bigelow Community Center, an unused ceramics room seemed ideal for conversion to a dance studio, an idea the partnership and the youth brainstormed together. This change in a single room marked the beginning of the North Park in Motion initiative, and a larger transformation of the physical infrastructure and social fabric that comprise North Park.

In addition to the new dance studio, funds from Fit Community, the city and partner agencies, along with the time and talent of city parks and recreation department staff, were invested in more physical projects at the park. A series of pedestrian safety improvements, including crosswalks and a new four-way stop at a busy intersection, made it easier and safer to walk or bike to the park. An existing but dilapidated outdoor walking loop was widened from six to eight feet and refreshed with new gravel, and lighting was added to extend the hours of use and keep the park safe. Such changes – along with outreach to residents through surveys, a North Park in Motion branding campaign and a new walking club – helped create buzz. Community members took note and expressed a need for outdoor exercise equipment, bike racks and a water fountain in the park. The partnership also addressed these needs. Mary Faucette of Burlington's Parks and Recreation Department, saw this "circle of listening...and then responding to the need" as a key factor in upgrading North Park's quality and boosting park use among residents.



led partnership that could outlast the grant funding was important because, as Healthy Alamance Director April Durr commented, "The grant ended in July 2010, and that was when most of the work was really getting started."

Since then, the Leadership Advisory Board has continued to grow and develop into a strong and diverse base of local champions for the park that now includes a Burlington City Council member. In turn, the board has driven North Park's continued transformation into a vital hub of community interaction. On any weeknight, a visitor can find dance classes for children and adults, afterschool activities featuring dance arcade videos, air hockey and other active games, and basketball courts in constant use. Outdoors, the walking trail and exercise equipment are used during daytime and evening hours, and walking clubs are ongoing. In June 2011 – almost a year after the Fit Community funding ended – the park added a bi-weekly produce stand, allowing residents to purchase fresh fruits and vegetables from a local farmer.

Another valuable change has taken place at North Park since the start of the initiative – an increasingly positive perception among a broad range of observers, from local media to city leaders to residents themselves. As William Gattis, director of the Mayco Bigelow Community Center, commented, "We're changing the mindset on what people think about North Park. There are good things being said, and I'm always listening. I overheard someone say [at a large retail store], 'I don't go to North Park.' And the lady with her said, 'Well you ought to, there's a whole lot going on.' And that's the only way to change a stereotype."

In so many ways, North Park is in motion. Girls at the park no longer report having nothing to do; they are too busy dancing. The park's image is changing, and local media coverage is more positive. The partnership evolved from agency driven to community led, while small and large changes previously thought impossible have attracted new partners and contributed to ongoing success. Eventually, Gattis would like to see a ten-year planning process take shape for the park, so that residents' vision for continued enhancements can be included in the city's capital improvement plans. And with the momentum behind this initiative only growing stronger, North Park's future certainly looks promising.

"We're changing the mindset on what people think about North Park."

Schools

Schools rank high among children's most formative environmental influences. Building routine physical activity and healthy eating into the school day can help youth establish and maintain good habits early in life, while also contributing to improved academic performance and decreasing disciplinary actions. Regular physical education, recess and energizers (ten-minute activity breaks during the day) as well as healthy foods in cafeterias, vending machines and classroom celebrations, are a few of many ways schools can bolster students' opportunities to learn and practice healthy behaviors. Broader community-based initiatives, such as efforts to increase safe ways to get to and from schools and increase access to fresh produce through gardens, also help shape and expand the landscape of options. Schools also serve as work sites and as community gathering places with the potential to influence employees, parents and residents through joint-use agreements that make school grounds and facilities available to the public after school hours.

Succeeding in school initiatives requires close collaboration with administrators, teachers, staff and parents. Students also have a critical, though often overlooked, leadership role, providing insights to effectively engage their peers. Students can lend an authentic advocacy voice in efforts to create community-wide change, and their participation in school board or town council meetings can provide opportunities for inter-generational learning.

HIGHLIGHTED COMMUNITY: ROWAN COUNTY (MILLBRIDGE ELEMENTARY)

Partners at Millbridge Elementary in the rural town of China Grove constructed the Discovery Garden in 2009. Collaboration among school administration, teachers and parents, as well as Rowan County's health department and cooperative extension, resulted in four raised garden beds, an irrigation system, fruit trees and bushes, a compost bin and an outdoor learning center with food preparation equipment. The school adopted requirements to integrate tasting of garden produce into the curriculum and cafeteria, while a permanent board was established to sustain the garden.

HIGHLIGHTED COMMUNITY: TOWN OF EDENTON

A one-quarter mile paved walking track between the adjacent White Oak Elementary and D.F. Walker Elementary Schools was built to encourage walking at school in a rural area where longer distances and lack of sidewalks made walking to school unlikely. Leaders incorporated track use into the schools' policies, modifying the student handbook to require 15 minutes of daily track use and providing time for walking during recess and an extended lunch period. A joint-use agreement with Edenton's recreation department also allowed residents to use the track, which was located in an area with few other recreational resources. The track has served as a locale for active school and community events since its construction in 2008.

Case Study: Village of Pinehurst – Pinehurst Walks!

"When we first started, it was just lines of cars and no safe way to get to Cannon Park or the village," Project Director Melissa Watford, health education specialist at FirstHealth of the Carolinas, recalled of the area surrounding Pinehurst Elementary School. Aiming to shift that dynamic, community partners representing school administration, Pinehurst's parks and recreation department, and FirstHealth formed the Pinehurst Walks! initiative in 2008 to help more children walk and bike to school. They used Fit Community funds to construct a one-quarter mile greenway trail between the school and nearby Cannon Park, and

coordinated a weekly walking school bus program to encourage regular trail use. Parents could drop their children off at Cannon Park, knowing that adult volunteer supervisors would lead "busses" of young pedestrians to school. Students and parents embraced the new morning commute, and teachers noticed that children started the day more alert and ready to learn. Partners worked intensively over the two-year grant period to make the efforts a success.

Personal passion for the work was one of the partnership's key advantages. Led by a highly supportive and engaged principal and two community partners who were parents of children at the school, the project leaders had frequent personal interaction with parents, teachers and students. Listening to the students and parents about issues ranging from incentives for participation to safety and inclement weather policies proved most effective to encourage participation. When partners observed lower participation among fourth and fifth grade students, conversations revealed their view of the walking school bus as something for younger children. As a result, students were asked to define a leadership role for themselves. Project leaders supported them in writing a "safe routes to school" mini-grant proposal to fund their idea, leading to greater participation among older children.

The sight of enthusiastic youth walking to school couldn't help but attract attention and support from the entire community, and contributions from additional partners added to the initiative's momentum. One member of Pinehurst's planning and zoning board became a walking school bus volunteer, generating a stronger advocate for safe connections to school. The police department, initially reluctant about the initiative for fear of potential vehicle-pedestrian accidents, became invested after they witnessed huge traffic reductions around the school on walking school bus mornings. Officers also relished the opportunity to interact with people on foot rather than in cars, and their support led to a memo of understanding, in which the police agreed to provide a safety officer on every walking school bus day. Additional support came from the Moore County Health Department and the local Healthy Carolinians MooreHealth partnership, which decided that the project was an ideal place to invest part of their state-funded Childhood Obesity Prevention Demonstration Project (COPDP) grant, leading to construction of a new

one-third mile sidewalk and one-quarter mile greenway that now connects a nearby neighborhood to Cannon Park and the school.

Soon the changes around Pinehurst Elementary School led to similar changes across the community, and students themselves played an important advocacy role. Fifth grade student council members presented results from their walkability audit to the Pinehurst Village Council, making the case for a path connecting the school to the library and village center. Heeding students' advice, the council voted to fund the greenway, resulting in another popular connection to the school. Spurred by the success of Pinehurst Walks!, other community change initiatives have emerged as the Fit Community grant ended.

In 2009, an expanded partnership received a four-year, \$400,000 Healthy Kids, Healthy Communities (HKHC) grant from the Robert Wood Johnson Foundation to focus on a broad range of policy and environmental supports in several communities across the Moore and Montgomery County region. For example, a new county-wide pedestrian and bicycle advocacy group, Making Moore Connections, formed in 2011. Pinehurst leaders also hope to create a bicycle master plan by 2013. "It's a lot easier to bring people to the table when you have an existing track record," said Watford.



Meanwhile, efforts to establish Pinehurst Walks! as a permanent initiative at the elementary school have succeeded. Pinehurst Elementary School's Parent Teacher Association (PTA) formed a walking school bus subcommittee, led by two parent champions who had previously served as volunteers and wanted the program to continue. The initiative remains strong, with an estimated 100 students participating each week.

Pinehurst Elementary School's initiative has been a model for changing the environment around the school, and for shifting attitudes to view active travel as a school norm. In addition to the ongoing walking school bus, many children now walk and bike to school several days a week, which was unheard of in the past. "Every time I see a child on the greenway trail, or someone biking to school, it just warms my heart," said Watford. Given that changes at Pinehurst Elementary have paved the way for change across the village, this bodes well for a healthier, more active Pinehurst.

"Every time I see a child on the greenway trail, or someone biking to school, it just warms my heart."

Pedestrian and Bicycle Infrastructure

Infrastructure that allows residents to reach destinations by foot, bicycle, wheelchair or other non-motorized means is an important part of a community's capacity to support healthy, active lifestyles. Sidewalks, greenways, bicycle lanes and bicycle boulevards allow more people to make active transportation choices and can connect them to resources such as parks, schools, work places and grocery stores. These projects are typically planned and prioritized years in advance, so having local policy documents, such as pedestrian and bicycle plans to prioritize needs and secure resources, is essential to long-term success. The infrastructure-building process is a marathon, not a sprint.

The high cost of capital improvement projects often makes them challenging to pursue. While some physical improvements are economical – striping bicycle lanes, for example – investing in comprehensive facilities to make the streets accessible for all users can be expensive. Even with determined local partnerships, resources at the local, state and federal levels are inadequate to meet the vast need for improved infrastructure. Support from city and county officials, and collaboration with state agency officials, is important to help identify and access funding streams and address regulatory hurdles. Fit Community initiatives involving pedestrian and bicycle infrastructure were often successful because they started as demonstration projects that leveraged funding from a wide range of sources, helped partnerships convince local stakeholders of the value and expanded the work into a broader vision.

HIGHLIGHTED COMMUNITY: CITY OF WILMINGTON

Wilmington built the Ann Street Bicycle Boulevard, a first in North Carolina. Infrastructure including flashing lights at intersections, signage, and painted road markings increase safety and give bicyclists priority along a 1.4-mile route on city streets. It connects to other bike paths and links residents to schools, museums and the farmers' market. Community partners also installed two Fix-It Stations to enable bike repairs along the route. The city assumed ongoing maintenance responsibilities for the boulevard and worked with a variety of partners to promote its use by local residents.

HIGHLIGHTED COMMUNITY: CITY OF GREENSBORO

Fit Community funds supported the first segment of the Greensboro Greenway, a four-mile loop circling downtown and enhancing the urban landscape while providing additional opportunities for physical activity and active transportation. An additional connector segment also linked residents in the Warnersville neighborhood, a historically distressed area, to the main greenway. The city installed 24-hour lighting to address public safety concerns and also established the first greenway public art project, an idea which emerged through engaging Warnersville residents in the process.

Case Study: Town of Burnsville and Yancey County– Project PLAY and Getting on the Right Track

When a newly-revived pedestrian planning committee learned in 2008 of a major state highway widening project soon to come through Burnsville and Yancey County in western North Carolina, the group saw potential to link the one-mile span between downtown Burnsville and Mountain Heritage High School. Initial inquiries were discouraging; the Department of Transportation's (DOT) plans were already developed and could not be changed. Refocusing on other aspects of the town's pedestrian plan, the

committee secured federal stimulus funding to complete another high priority sidewalk connection on North Main Street between downtown and two community recreational venues. One year later, when the highway project hit a major delay, the partnership renewed its advocacy for inclusion of the one-mile pedestrian connection. This time, what was previously thought impossible happened. The DOT agreed to build a state-of-the-art, ten-foot wide pedestrian path alongside the highway project that would bridge the two key destinations.

This win for active transportation infrastructure happened within a broader context of two distinct Fit Community grants received in 2007 and 2009. Both projects encouraged physical activity in the community hubs where people gather and spend time. In the initial Fit Community project, Graham Children's Health Services, a respected local non-profit organization, led a community-wide effort to revitalize the underutilized Ray-Cort Park and rehabilitate the historic Burnsville gymnasium. They also addressed inadequate pedestrian safety between these venues and the nearby town center, a goal which led to the formation of the aforementioned pedestrian planning group. In a second Fit Community-funded project, Yancey County Schools spearheaded efforts to revitalize and reconstruct the dilapidated athletic track at Mountain Heritage High School and explore the development of a pedestrian connection from the school to downtown Burnsville. The pedestrian planning committee remained active and continued to push for pedestrian infrastructure projects. Thanks to these efforts, "There is a new focus on connectivity that wasn't here before," said Colby Martin, grants director for Yancey County Schools. "The concept is tough in mountain towns, but sitting in meetings where people ask, 'Why can't we connect Mountain Heritage [High School] to East Yancey Middle?' has been pretty amazing."

Engaging the right partners in the pedestrian planning committee was critical. Stakeholders included town and county officials as well as partners representing public health, planning, economic development and the school system. Regional representatives from the DOT and the High Country Council of Governments also assisted local leaders in understanding the process of building sidewalk infrastructure and identifying sources of funding. Amy Sheele, executive director of Graham

Children's Health Services, commented, "It was neat to have town and county governments come together and prioritize [the pedestrian path] and commit the local funds. They were supportive, which made DOT supportive."

Community partners also worked together to ensure that programs and promotions complemented changes in the physical environment. The Burnsville gym is a popular venue for active indoor programs, especially during winter months, and for people who have disabilities that make it difficult to exercise outside in Burnsville's hilly terrain. The high school track is well utilized through school athletic and recreational programming. A joint-use agreement provides community access to the facility, which is used for walking and running clubs and local events such as the annual Relay for Life and Special Olympics. Project leaders have also noticed an increase in the number of people utilizing sidewalks and recreational facilities outside of formal programs, thanks to growing awareness of these new opportunities for physical activity.

The momentum to create and connect more active community environments has increased since Fit Community funding ended. An economic development partnership directed grant funding to the expansion of downtown sidewalks. Partners across the area continue to focus on strategies to increase active transportation connections between key destinations, such as the county's first comprehensive park complex that is underway after many years of discussion. Community partners converged around a collaborative site planning process that featured greenway connections from the future park to the high school, health department and medical clinic. Additionally, a new partnership formed to expand a network of trails, starting with the high school campus and linking directly to the future pedestrian path.

Project leaders still marvel at the scope of the changes spurred by two modest Fit Community grant investments. "That \$120,000 leveraged us over \$1.3 million, and for a small rural community, that makes a huge impact," said Martin. Yet the work underway in Burnsville and Yancey County goes beyond pavement and facilities. With a commitment to collaboration, citizens and leaders built capacity and energy to create a more active Yancey County. As a result, they have linked their children to a better future and a healthier community, with connections that will last a lifetime.



“There is a new focus on connectivity that wasn't here before.”

Community Gardens

Community gardens can visibly demonstrate a local commitment to increase residents' access to fresh fruits and vegetables. When situated in parks and at schools, community gardens have tremendous potential to build relationships and unite residents across generations, interests and walks of life. Policies to support garden operations are critical, and help ensure that physical resources and human capital are available to promote their long-term sustainability.

People, especially children, are more likely to eat food that they have grown themselves. Yet healthier eating is not always a natural extension of gardening. Knowledge and skills are required to prepare healthy meals once produce is in hand. As the following community examples illustrate, Fit Community garden-based partnerships worked hard to increase community investment in growing and eating healthy food.

HIGHLIGHTED COMMUNITY: TOWN OF BLACK MOUNTAIN

Sharing the bounty of a local, healthy harvest has become a way of life in the western North Carolina town of Black Mountain, whose partnership expanded a successful community garden and launched two school gardens with Fit Community funds. Across the three sites, garden beds were expanded or added, edible landscaping planted, and irrigation and composting systems installed, providing community-wide access to fresh produce and educational venues for students. A portable demonstration kitchen and a resource library at the community center provide additional support for gardening and healthy eating. Organizers donate much of the gardens' produce to the Welcome Table, which serves weekly meals to community members in need, and the local backpack program, which provides weekend nourishment for children who qualify for free and reduced-price lunch.

HIGHLIGHTED COMMUNITY: ORANGE COUNTY

Working across diverse sectors, partners in Orange County helped to create fertile ground on which to build three flourishing community gardens. A new policy established gardening as a suitable use in Carrboro's Martin Luther King Jr. Park, while partners within Carrboro Elementary School adopted a garden support policy to ensure sustainability of their new garden. Additionally, Duke Energy agreed to provide access to the land needed for a third community garden. These efforts increased local momentum around community and school gardening. Meanwhile, through age- and culturally-appropriate programming, the gardens have effectively engaged several priority populations, including young children and Latino residents, in gardening and healthy eating.

Case Study: City of Lenoir – Unity Park Community Gardens

When two fires damaged and then destroyed the abandoned Singer Furniture Plant in 1997 and 2009, the vacant site left a scar on Lenoir's landscape. Like many cities facing economic instability following industrial plant closings, the community also struggled to regain a sense of hope. But in 2010, the city and Caldwell Community Gardens partnership began work on a site transformation, which mirrored the resilience and spirit of the community itself. The Unity Park Community Gardens initiative was conceived as a way to bring residents together to grow and share fresh produce, and build a local culture supportive of community gardening and healthy eating. The vision for the park included 102 raised garden beds, an irrigation system, fruit orchard, garden tool shed,

walking path and children's play area. By the summer of 2011, the garden's inaugural growing season, 25 beds and the tool shed were in place, and the initiative was rapidly gaining recognition and momentum.

The seeds of the Unity Park Community Gardens initiative were planted years earlier, when several local residents who were passionate about gardening and food security issues initiated a number of small, faith-based garden projects. One such project, the Beal Street community garden, had such a positive community-building effect that local leaders took notice. Partners from Caldwell Memorial Hospital, Caldwell Farmers' Market, the local cooperative extension, the chamber of commerce and the rotary club joined with city leaders, staff and citizens, and determined that a broader community gardening movement could begin in a significant way by reclaiming the old factory site. This committed partnership was essential to making the project happen. "We couldn't have done it with the grant funds alone," said Kaye Reynolds, Lenoir's communications and resources director and Fit Community project director. "We've had incredible people." In addition to strong volunteer support from the diverse partnership, the city demonstrated significant leadership by committing to provide the land and water supply, as well as staff time to clear the land, build the garden shed and work on physical projects at the site.

The partnership made a number of early policy decisions to prepare the initiative for long-term success. First, their garden operations committee established operating policies, creating an atmosphere where clear rules, access to plots and use of shared resources contributed to a cooperative endeavor. After visiting the North Carolina Arboretum in Asheville, the partnership decided to revise its garden shed plans, adding solar energy features in order to reduce ongoing expenses. Additionally, the city established a garden manager position within their parks and recreation department, hired a horticultural expert and institutionalized the role by combining it with broader department-wide responsibilities. The garden manager oversees and manages garden resources, coordinates programs and community outreach and provides technical support to gardeners, encouraging participation among those with varying levels of experience and ensuring the garden thrives on a

daily basis. Project leaders acknowledge the challenge of widely engaging community members as participants and co-leaders in the Unity Park gardens. Personal outreach within priority neighborhoods has been one promising strategy. Project leaders have distributed informational door hangers and flyers, attended local meetings, hosted booths at neighborhood events and met individually with residents. One woman visited the garden with her granddaughter after receiving a door hanger, enthusiastic to get involved so they could learn to garden together. The partnership also tries to involve schools in the Unity Park Community Gardens as a way to encourage more community-wide participation. "If we can get the kids, we can get the parents.

The parents tell us that their kids will eat whatever they grow," said David Horn, business development vice president at Caldwell Memorial Hospital.



Enabling the community to eat healthier as a result of the Unity Park garden is a priority for the partnership, a charge that has been led by Caldwell Memorial Hospital and the local media. Two hospital employees who have become local celebrities through their public access television show, *Two Men and a Stove*, often refer to the garden in their cooking demonstrations, which feature the use of healthy, seasonal produce. Similarly, the hospital's thrice-yearly magazine provides residents with healthy

recipe resources in print, while the local newspaper regularly features local and regional recipes with seasonal healthy ingredients.

Efforts to build a local movement that supports gardening and healthy eating in Lenoir are succeeding. People and groups continue to adopt garden beds at Unity Park, while work to fully complete the park's transformation continues. More broadly, partners notice increased dialogue about food sources and the importance of fresh produce in a healthy diet. They also see more individuals planting their own gardens and greater interest in growing food for others. As City Manager Lane Bailey commented, "People [at the Beal Street Garden] got to know neighbors they'd never talked to before. This unity garden will do it again, on a larger scale." Through their efforts at Unity Park, Lenoir residents are discovering the magic of growing a garden, as they have planted seeds of hope.

“Parents tell us that their kids will eat whatever they grow.”

Work Sites

Many adults spend the majority of their waking hours at work, making work sites an important setting for promoting health. Work site policies and environmental changes that support physical activity, healthy eating and tobacco-free lifestyles have great potential to shift employee norms and create an organizational culture that favors healthy choices. Benefits such as lower healthcare costs, reduced absenteeism, greater productivity and more job satisfaction often ensue, while the healthy habits employees adopt at work can also influence their families, friends and other community members.

Despite these benefits, employers often consider work site wellness initiatives too time intensive and costly an endeavor, or limit them to educational messages that may, at best, be of short-term value. Fit Community grantees involved in work site initiatives overcame such barriers by harnessing the power of community partnerships and introducing work site stakeholders to strategies such as healthy cafeteria and vending policies, or connecting them to local resources such as parks, farmers' markets and trails, generating sustainable changes to support work site health in ways that often touch the entire community.

HIGHLIGHTED COMMUNITY: STOKES COUNTY

Seeking to make Stokes Reynolds Memorial Hospital a healthier place for employees working all shifts, partners in Stokes County built a paved walking trail loop and a 24-hour indoor exercise room with several pieces of fitness equipment to help employees make physical activity part of their regular routines, night or day. Further supporting this effort, the hospital established policy guidelines to support walking at

work and created a wellness room with information on healthy lifestyles. Through new healthy eating policies, the cafeteria now features a daily salad bar, and vending machines have healthy options. Additional funding was leveraged to establish a work site farmers' market. Employees also benefit from an ongoing employee wellness program that provides incentives for making healthy choices.

Case Study: Mecklenburg County – Working Toward Wellness

When employers and employees contact Mecklenburg County's Working Toward Wellness program to learn how to support a healthier workplace culture, they might be surprised by the range of possibilities that go beyond traditional promotion-based strategies. Available to businesses across the county, the program coordinator provides on-site assessments, recommendations designed to help transform work sites into settings that make healthy choices the easiest choices, and follow-up support to assist employers in making changes. Work sites in Mecklenburg County and beyond also have access to a public web site that features resources for policy changes, environmental supports, programs and promotions and strategies for forming wellness partnerships. "All the research on employee productivity keeps reiterating that healthy employees accomplish more and cost less," says work site wellness coordinator Julie Jackman, "so supporting them during the 50 percent of their awake time [at work] is important."

Since the program began with a Fit Community grant in 2006, more and more participating work sites have made changes to support physical activity and healthy eating during the work day. Policy changes include requiring healthy options to be available at meetings and

in vending machines, prohibiting unhealthy food donations by employees and vendors, offering paid break time for physical activity and supporting walking meetings. They also include incentives for healthy behaviors, such as health insurance structures that offer lower premiums for employees who exercise regularly and do not use tobacco, and reimbursements for employees who utilize active transportation and public transit. Environmental supports such as on-site farmers' markets and vegetable stands, makeovers to encourage stair use, outdoor walking paths and indoor fitness equipment are additional strategies for promoting health in and around work sites.

Originally known as Fit City Worksite Wellness, the program was created as a work site-focused component of Fit City, a county-wide initiative supporting citizens' efforts to adopt healthier lifestyles through online resources, outreach and community events. As a critical early step, a work site wellness coordinator position was created within Fit City. Another important action was to coordinate partnerships across county departments, including parks and recreation, transportation, health and schools. These partnerships helped the program coordinator go beyond individual work sites to connect employers to a variety of community resources.

The county's support for Fit City Worksite Wellness amid a difficult economic climate is a testament to the program's value and reflects an increasing priority on work site wellness at the local and federal levels. Following the end of Fit Community funding in 2008, Mecklenburg County continued the program through a three-year Action Communities for Health, Innovation and Environmental Change (ACHIEVE) grant from the Centers for Disease Control and Prevention (CDC) and subsequently integrated it into the health department as a permanent program in 2012. Under ACHIEVE, the program became Working Toward Wellness, and established a new coalition comprised of local, expert advisors specializing in work site wellness within their own organizations. The relationships and reputation for expertise formed early in the program helped attract new partners, allowing it to expand its influence in ever-evolving ways. With the passage of the federal Affordable Care Act, for instance, the work site wellness coordinator began to

assist employers in complying with various aspects of the law even before its implementation, such as requirements that all employers provide a private location for nursing mothers to express milk while at work. In addition, partners' ongoing efforts around work site wellness led the county itself to adopt a new healthy vending policy across all of its facilities in late 2011.

Another important development is a quarterly networking breakfast, unveiled in 2010 when the Working Toward Wellness Coalition identified the need to convene employees involved in company wellness programs. "This has been our biggest homerun hit," explained Jackman, because it helps employers go beyond a one-time assessment and become linked to a broader local movement. With participants ranging from human resources executives to administrative assistants, individuals in diverse positions are able to connect, share resources and ideas, and make changes in their own work places when the timing is right. As American Red Cross employee and wellness advocate, Jean Duckwall, stated, "It was so nice to hear that other companies are hitting the same roadblocks and having the same issues, and reassuring to know that even [with limited resources] our wellness activities can still make a difference." Sometimes employers contact Jackman two to three years after an assessment and indicate that they are continuing to implement the changes recommended on their site visit.



The reach of Working Toward Wellness has been vast, with more than 75 work sites and more than 100,000 employees impacted by the recommendations and changes implemented between 2006 and 2012. Since the initiative began, its leaders have noticed an expanding interest in creating healthy work sites. "People are starting to see us as the go-to place," said Jackman. "You call our health department and you find out about work site wellness. That's an exciting shift taking place." With the leadership and expertise well established and momentum growing, program leaders see great potential to touch even more lives for years to come. In doing so, Mecklenburg County is building a community that increasingly views healthy work sites as an essential part of doing business.

"People are starting to see us as the go-to place [for work site wellness]."

FIT COMMUNITY DESIGNATIONS: CASE STUDIES

After completing an extensive self-assessment process to demonstrate excellent use of the 5P strategies in making physical activity, healthy eating and tobacco use prevention more accessible and attainable across community, school and work settings, Fit Community Designation award winners received a number of benefits. Communities were presented with special highway signs to be placed at all community entrances, a Fit Community plaque for display in the mayor or county commission chair's office, recognition in statewide media and on the Fit Community web site, unlimited use of the Fit Community designation logo, and brochures to distribute to community residents and others. Many designees also noted intangible benefits of the award, including a sense of pride and accomplishment for the entire community and especially partners who collaborated on the application. This bolstered applications for other grant funding and generated greater awareness and support among residents, elected officials and community partners.

Past designation applicants, regardless of success in gaining designation status, also reported additional positive outcomes as a result of completing the application process. The assessment tool increased communication and collaboration among non-traditional partners (representatives from health, planning, parks and recreation, transportation and other fields) around common goals, and involved stakeholders from different settings and populations to identify ways of increasing access to supports for healthy lifestyles. The process also created a heightened awareness of existing supports and potential gaps in enabling residents to engage in healthy lifestyles, helping to shape goals and priorities around policy and physical project needs, as well as future advocacy and fundraising strategies.

Three Fit Community designation recipients are highlighted in the following case studies: Mount Airy, a small city of 10,388 residents in Surry County, situated at the foothills of the mountains; Pitt County, an expansive, 655-square mile, rural county in eastern North Carolina, home to 168,148 citizens and 17 municipalities; and Salisbury, an urban city in Rowan County with 33,662 residents. Each demonstrates a unique and important set of strategies and accomplishments that are helping their residents engage in healthy lifestyles.

Designation Case Study: City of Mount Airy

When the city of Mount Airy created its first department of parks and recreation in 2005, leaders took a critical step toward investing in the health of the community: convening a diverse group of partners and applying for a Fit Community designation award, which they received in 2006 and again in 2009. According to Parks and Recreation Director Catrina Alexander, "The designation started the ball rolling [with the idea] that we as a partnership needed to be prepared for the future...it was an incentive for us to work together and achieve what was lacking."

One centerpiece of Mount Airy's work to maintain a livable,

walkable environment is embodied in its success with the Ararat River Greenway, Restoration and Parks project, which involved years of planning, over 50 consecutive land easements and a patchwork of funding arrangements. Its 2010 completion netted the city a total of 4.4 greenway miles, with additional funding secured to build another 2.2 miles. The beautifully landscaped greenway and rehabilitated river, which also connects to nature trails and canoe launches, has become a popular addition to the community. Traffic counters placed on the trails in 2011 revealed approximately 260 users a day. Meanwhile, Mount Airy is committed to increasing future recreational resources and non-motorized connectivity throughout the city. Recreational

and pedestrian master planning processes underway in 2011 and 2012 evaluated existing facilities through extensive stakeholder involvement and worked to establish comprehensive plans focused on enhancing recreational resources and connectivity throughout the city.

Greenways and sidewalks now connect three of four schools in Mount Airy, the downtown area, neighborhoods and a new environmental park with outdoor classrooms and many other amenities, encouraging more people to walk to school and to recreation facilities. Mount Airy also has a joint-use agreement with the city school system, maximizing the use of existing resources and allowing residents to access both community and school recreation facilities after hours. A critical partner, the school system also has led efforts to establish strong cafeteria policies for healthy eating, implemented healthy backpack programs to provide weekend meals for students who qualify for free and reduced-price lunch, and built school gardens on several elementary school campuses. Several of these joint efforts are highlighted in the Healthy Kids, Healthy Lives series on North Carolina Public Television's NC NOW program. A partnership with the health department also enables on-site health education with students, further reinforcing the policy and environmental supports put in place over the years.



A new community garden initiative located at the Mount Airy Fire Department complements existing gardens at several schools and serves as another community-wide resource to expand healthy eating opportunities in Mount Airy. The city received one of the first Nourishing North Carolina grants through Blue Cross and Blue Shield of North Carolina and the North Carolina Recreation and Parks Association to develop community gardens in all 100 counties across the state. Involvement in the project then spurred local project coordinators at cooperative extension and the health department to develop plans to strengthen and expand the reach of the local farmers' market. As Alexander noted, "It seems like every project you do creates another level of awareness about something else...I look at it as a tumbleweed that keeps getting bigger."

Residents in Mount Airy have a variety of ways to incorporate physical activity and healthy eating into their daily routines. For example, local merchants and economic development partners joined together to encourage active trips through the Start

with Your Heart campaign, placing walking route signs around the downtown area, and the city extended the campaign by labeling healthy products, conducting nutrition tours and giving cooking demonstrations in local grocery stores to help residents make healthy choices. The recreation department's ongoing and award-winning Losing4Life initiative provides programs and counseling to residents on both physical activity and healthy eating. A local civic organization, the Reeves Foundation, raises extensive funds to assist disadvantaged community members with access to recreational programs. As Mayor Deborah Cochran stated, "We don't just say we are a Fit Community. We live it," noting her personal commitment to lead by

example and utilize resources from greenways and gardens to recreational classes that help residents to make healthier choices.

Support for tobacco-free lifestyles has also been greatly enhanced in recent years, thanks to a shifting attitude about tobacco-free environments. Statewide restrictions against tobacco use at schools since 2008 and in restaurants/bars since 2010 have bolstered local partners' efforts to encourage tobacco-free establishments across the community. The youth-based Tobacco Reality Unfiltered (TRU) movement, established by HWTF and led by local students, also contributed to a shift in attitudes across the community. "People at one time said tobacco-free would never happen here, [but] we have over 30 wineries in this area, and some of those

were probably tobacco farms at one time," said Alexander, noting that changing norms have helped the community re-envision its potential.

In so many ways, a healthy community agenda serves a broader economic development agenda in Mount Airy. Local leaders and partners comment that the Fit Community designation status has bolstered grant funding and is part of their strategy to attract new business to the area, because it demonstrates a local commitment to continually improve health and quality of life for all residents. Alexander sums it up well, saying, "We want our asparagus and we want to eat it too. We want all the things you find in a small town with a cute downtown, but we want Wi-Fi, too. We want to see a community that values its past and is also looking to the future."

Designation recipients demonstrated excellence in making physical activity, healthy eating and tobacco use prevention more accessible in community, school and work settings.

Designation Case Study: Pitt County

The Alice F. Keene Park – and a diverse, dedicated community partnership that translated this vision to reality in 2008 – is just one of many reasons why Pitt County has been awarded three Fit Community designation awards since 2006. The centrally-located park offers residents of this rural county in eastern North Carolina a range of opportunities for physical activity, including athletic fields, a 1.2-mile paved walking trail, community garden and playground. Intentionally situated near other key destinations, the park further establishes the area as a hub of activity, with the farmers’ market, two schools, senior center, animal shelter, recycling center, Pitt Community College Greenhouse and Village of Yesteryear all in close proximity. A strong sense of pride and ownership surround the park because citizens were involved in its vision, planning, advocacy, funding and building. Moreover, collaboration with the city of Greenville made it possible to guarantee future connectivity through the city’s greenway master plan. Alice Keene, Pitt County’s Community Schools and Recreation director for over three decades and the park’s namesake, stated, “The connectivity to the park will have to be part of any plan for development, so that’s the beauty. If it’s a part of the policy, it happens.”

Accessibility of safe spaces for physical activity has long been a priority in Pitt County, a goal that has buy-in and collaboration from a diverse range of partners, such as the health department, county and municipal planning and recreation departments, the regional hospital and university communities, schools, businesses and faith organizations. The county maximizes its reach by locating many recreational facilities in shared spaces, having worked with stakeholders in places such as schools, flood buy-out land, church properties and malls to create community joint-use agreements. In place for several years is a

shared facility policy, implemented and staffed by the Pitt County Community Schools and Recreation Department, which enables all school sites to be open and available to the public after school hours. Such practices and partnerships increase recreational resources across the entire county.

Pitt County partners have created broad support for healthy eating, as well. The county’s largest employer, Pitt County Memorial Hospital, implemented the NC Prevention Partners’ Healthy Hospital Initiative, training food services staff on preparation and portion control, providing point-of-selection nutrition information and using a pricing structure to incentivize purchase of healthier items. The staff of 7,000 also benefits from an incentive program to encourage their own healthy eating habits. All schools, meanwhile, have implemented state nutrition standards, which has a positive impact on vending, afterschool programs, school events, school meals and a la carte options. Finally, the farmers’ market offers nutrition education, featuring weekly demonstrations to encourage fruit and vegetable consumption among patrons.

In addition to collaboration, leaders cite persistence and incremental change as keys to success. For example, informal encouragement led to an official healthy option policy for all food offered at county-sponsored activities. Since the policy’s passage, more healthy options continue to appear. “We start with small ‘have to’s’ and when we get used to that, we take another step,” said Jo Morgan, Pitt County’s health education director. Efforts to integrate health considerations into local policy decisions also represent a gradual but important shift that has paid dividends. Pitt County received a \$1.6 million federal Communities Putting Prevention to Work (CPPW)

grant that helped them establish a new comprehensive plan integrating land use and health. Many successful local and state funded initiatives led to that new funding, including those through the Parks and Recreation Trust Fund; Blue Cross and Blue Shield of NC Foundation; Eat Smart, Move More North Carolina; Fit Community and others – all contributing to the county’s ability to leverage additional resources.

CPPW funds will also help Pitt County address another important challenge – ensuring that the most vulnerable residents, especially the 25 percent living in poverty, benefit from healthier community environments. The funds will support a corner store initiative to make fresh fruits and vegetables more available in low-income areas that lack grocery stores. The county has also collaborated with municipal planners to address access to greenways and grocery stores in low-income communities and supported smaller municipalities and farmers in efforts to expand availability of new markets and produce stands.

Consistent promotional messaging and affordable programs reinforce Pitt County’s policy and environmental change efforts to create a healthier community for all residents. The Eat Smart, Move More NC campaign, developed by the Physical Activity and Nutrition Branch at the North Carolina Division of Public Health, has been utilized for years through local outlets, from television and radio to newsletters and banners. Interactive tools allow citizens to manage their own physical activity and healthy eating activities, and several local partners offer a variety of regular programs to help sustain active lifestyles. As a result, the Eat Smart, Move More NC message is widely recognized across the community.

Partners in Pitt County state that the Fit Community designation award has bolstered their continued efforts to make health and healthy lifestyles accessible to more citizens across the county. As County Commission Chair, Beth Ward, said, “This designation is one of the most important accomplishments for this community, as it promotes health and well-being for all our children and adults. It also serves as a reminder that while we have been recognized, there is still much work to be done. It really motivates us to keep working toward our vision for a healthy, active community.” If past accomplishments are any indication, we can expect to see much more from Pitt County for years to come.



“If it’s part of the policy, it happens.”

“Several initiatives, like health... parks...and historic preservation all seem to collide in downtown.”

Designation Case Study: City of Salisbury

Acclaimed as a vibrant, livable city, Salisbury's downtown revitalization efforts have greatly enhanced its unique and pleasant pedestrian environment, and have served as a model for increasing healthy living opportunities across the entire community. Shops, restaurants, businesses and a thriving arts scene provide a regional draw and have led an increasing number of residents to live in and around the city center. "Several initiatives like health and wellness, parks and recreation and historic preservation all seem to collide in downtown," commented Elaney Hasselmann, public information officer for the city of Salisbury. The city's comprehensive land use plan, Vision 2020, together with its land development ordinance (LDO), has played an important role in shaping Salisbury's urban landscape. Adopted in 2001, Vision 2020 was strategic in establishing policies to create active community environments at a time when the concept was still emerging, through priorities such as increased density, sidewalk and greenway connectivity, and access to park and recreation facilities within one-quarter mile of all residences. The LDO, adopted in 2008, subsequently translated the policy recommendations into specific land use regulations, ensuring that the city's vision would be carried out in the course of future growth and development. Salisbury has long tied urban development to quality of life, as demonstrated through its nationally-recognized historic preservation initiatives since the early 1970s.

Downtown Salisbury continues to serve as an incubator for new active living and healthy eating supports, including a farmers' market that was established in 2004. Since its inception, the market has expanded its hours of operation and months of service, added a public transit stop and began accepting Supplemental Nutrition Assistance Program Electronic Benefits Transfer to serve lower-income populations. "Where [the farmers' market] used to be a novelty, it has really become a way of life. In the last year and a half, it's

servicing more and more people across the community," said Janet Gapen, senior planner with the city of Salisbury. Success with the farmers' market has spilled over into other healthy food sources. For example, the local food co-operative works collaboratively with the farmers' market and provides year-round opportunities for healthy eating by connecting the community to local farmers as well as coordinating farm tours, bulk meat distribution and winter harvest produce. Additionally, the city has encouraged and helped support efforts of residents and community groups to transform vacant lots into community gardens and neighborhood parks.

School officials have also emphasized the creation of healthy environments, influencing families across the region. The Rowan-Salisbury School System Child Nutrition Program upgraded its food preparation and serving facilities to increase fresh fruits and vegetables, and now lists all items' nutritional content. School leaders implemented a healthy eating curriculum, and made menu changes taste-tested and approved by students. Such changes in schools have spurred similar momentum among childcare centers. One such facility features healthy meal requirements and a farm-to-table program to procure fresh produce from local farms. It also established healthy eating classes for parents and teachers, and an on-site garden. Future plans include a greenhouse and chicken coop to enhance children's understanding of where their food comes from and to instill healthy habits.

The successes taking place in the local school system and in downtown Salisbury reflect a city-wide priority to incorporate health impacts into community development decisions. A prime example is the city's partnership with the housing authority of Salisbury, which resulted in a Choice Neighborhoods planning grant award through the U.S. Department of Housing and Urban Development. Funds support a two-year comprehensive planning process to redesign a distressed public housing

community into a sustainable mixed-income neighborhood. The city wants to link residents of public housing and those of the surrounding neighborhood with essential services, including childcare and healthcare facilities, sidewalk connectivity, transportation access and a new park and community center providing access to recreational and career development programs. The city was well positioned to help coordinate such an initiative, due to a range of initiatives and programs in place to help improve quality of life and health among the most distressed areas in the community.

Strong partnerships and visionary leaders underlie Salisbury's successful integration of community development and health initiatives. Partnerships encompass a diverse range of advisory groups, boards and non-profit agencies, such as those representing historic preservation, downtown development, housing and tourism, transportation, the farmers' market, parks and recreation, local citizens and neighborhood associations. City-county partnerships with the health department and cooperative extension have also flourished, as has inter-departmental collaboration within the city itself. Joint initiatives help maximize resources and create a shared sense of momentum and success, which leads to additional opportunities for collaboration and service. In one case, the city leveraged \$500,000 in federal stimulus dollars to support additional sidewalk construction stemming in part from a Fit Community funded initiative to expand sidewalk connections and physical activity in the North Main Street neighborhood. Similarly, the county's longtime campaign to encourage voluntary tobacco-free policies within local establishments preceded similar state requirements, greatly assisting local businesses and residents in making a smooth transition to the new law.

As Salisbury looks to the future, the city intends to remain innovative in prioritizing policies, environments and community supports that contribute residents' health and quality of life. Mayor Pro Tem, Susan W. Kluttz, spoke with pride about the city's partnership-based accomplishments, stating, "Salisbury's ability to reach high standards shows that we continue to be a leader in the state in providing residents with opportunities to develop healthy and active lifestyles. Our involvement in the Fit Community program has provided us with a platform to further highlight the importance of such efforts." With the broad base of support in embrace of a healthy community agenda, Salisbury expects to remain a model in the years ahead.



LESSONS IN GENERATING COMMUNITY CHANGE

Comprehensive, multi-level interventions, such as those guided by the 5P Community Action Model, are valuable for community efforts that address healthy eating and active living environments, yet such initiatives can be challenging to implement. Lessons learned through Fit Community highlight a number of insights that community partnerships, funders and technical assistance providers can use in their work to support healthier communities.

Lesson: Nurture Authentic Collaborative Partnerships.

COMMUNITY

D&G Realize that differences exist between truly collaborative multidisciplinary partnerships versus “partnerships on paper.” The most effective partnerships mastered the art of convening a wide variety of action-oriented partners that were willing to cross institutional and sometimes historical boundaries in order to achieve a larger community-wide vision and catalyze sustainable change. They were able to overcome the tendency to work and think in institutional silos, where each partner’s own agency comes first. True collaborative partnerships provided a firm foundation for every successful initiative.

D&G Engage partnership leaders who are passionate about the work, personally and professionally. Leaders (i.e., project directors and coordinators) are essential in creating and maintaining momentum, and partners with personal commitments to the work often made a tremendous difference in a project’s success and ongoing impact within the community.

D&G Take time to cultivate collaborative relationships among new and existing organizations by strengthening interpersonal ties and engaging in proactive problem solving. While collaborating across various disciplines is an asset to making active living and healthy eating work, barriers often arise as coalition members determine how they will make decisions, share responsibilities and take action. Partnerships that were intentional about examining group communications and processes avoided some of the pitfalls associated with interpersonal and inter-organizational conflict.

FUNDER

G Reward communities that demonstrate evidence of true partnership. Meeting with finalists before making funding decisions provided valuable insights about the nature of each partnership and helped answer key questions. Did key partners take the time to attend the meeting, or were a number of organizations absent without

explanation? Did partners seem at ease in their interactions and able to collectively articulate a shared vision, or was the presentation scripted and the discussion led by one representative? Information gleaned from such meetings often provided critical insights that helped inform funding decisions.

G Allocate additional funding to support partnership development activities, which can be tailored to meet their unique needs. Examples include hosting a workshop or training, attending a relevant conference, visiting another community engaged in similar work or other activities envisioned by the community partnership.

D Structure a designation application in a way that encourages or requires collaboration within a multidisciplinary community partnership, rather than as a process that enables completion by a single organization or agency.

TECHNICAL ASSISTANCE (TA) PROVIDER

D&G Meet coalitions where they are. By recognizing that community partnerships vary in the degree of technical assistance they desire or need, a skilled technical assistance provider can build mutual trust to provide collaborative and constructive support throughout the course of an initiative.

D&G Establish strong rapport and transparency early on and throughout an initiative in order to gain better insight into group dynamics and assist in partnership capacity assessments. As an objective third party, a technical assistance provider can provide feedback on partnerships’ strengths and gaps, suggest others who may need to be engaged, anticipate potential areas for conflict, offer timely and appropriate resources, and facilitate helpful coaching conversations.

Lessons Learned Guide

D Designation

G Grants

D&G Designation & Grants

Lesson: Engage Community Members as Full Partners in the Work.

COMMUNITY

G Lead initiatives that are both top-down and bottom-up in nature. Support from elected officials and community agency leaders is often critical to secure resources and change policies, yet this should not overshadow direct community engagement and ownership in an initiative. The most successful and sustainable grant projects combined traditional and community-based leadership. As grantees and their initiatives achieved greater degrees of community ownership, they saw a groundswell of authentic advocacy and support for healthy community environments, as well as greater sustainability of the work.

G Meet and reach people where they are in order to effectively engage them. Clearly defined priority populations should include community members who are ready for change. Places where people already gather, such as work sites and churches, often provide organizational and social support, thereby increasing the potential sustainability of active living and healthy eating strategies.

FUNDER

D&G Provide flexibility for partnerships that must build their capacity to integrate community engagement into their

work, versus those that are immediately ready to do so. Assessments should occur in the proposal design and selection processes to help steer prospective applicants toward the appropriate opportunity, since it can be difficult for community partnerships with varying levels of experience and resources to achieve similar outcomes under the same set of expectations.

D&G Allow sufficient time to address community engagement. A lengthier planning process in the beginning of a designation application and/or grant period can give project leaders time to work through relationship- and trust-building activities that help build community ownership from the onset of an initiative.

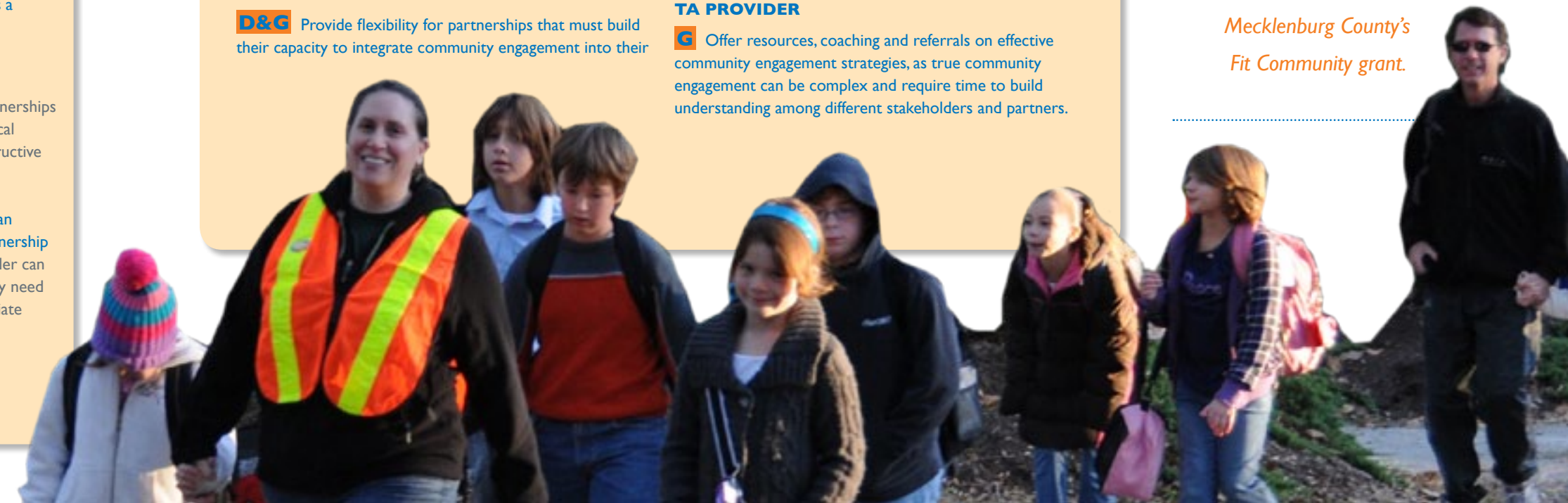
D Design a designation application process to include the experiences and input of community members; otherwise, the process may be driven in a top-down fashion by one or more agencies with the time and motivation to engage in the work, with little opportunity for residents to offer their perspectives.

TA PROVIDER

G Offer resources, coaching and referrals on effective community engagement strategies, as true community engagement can be complex and require time to build understanding among different stakeholders and partners.

“It was great to meet with [other grantees] in person and the ALBD team at the annual grantee meeting. Any little bits of education I soaked up.”

— Julie Jackman,
work site wellness program
coordinator and project
coordinator with
Mecklenburg County’s
Fit Community grant.



Lesson: Seek to Develop Capacity at Every Opportunity.

COMMUNITY

G Work toward developing partnership capacity to achieve transformational and sustainable community change, realizing that seemingly small challenges may present significant barriers. For example, partnerships may inadvertently generate conflict by failing to establish consensus about roles, responsibilities, decision making processes, resource sharing practices or the influence of differing organizational cultures. Partnerships can invest in outside facilitators or technical assistance providers to help explore and develop their capacity or can connect with other communities in similar contexts for mutual learning, both with positive results.

D&G Keep an open mind to the potential benefits of working with a technical assistance provider, even though the experience may be new. For grantees, regular communication with an outside source who is invested in the initiative but independent from the funder yielded valuable insights in project implementation, through coaching and problem solving discussions and connections with a broader learning network.

D Utilize a designation application to generate a menu of options that engages partners in understanding the wide range of potential healthy eating and active living strategies their community could implement, especially if the community partnership is new to this work.

FUNDER

D&G Recognize that communities have different levels of capacity and readiness to implement comprehensive healthy eating and active living projects. There are many pathways to success, necessary supports and expected outcomes, so initiatives should be structured with sufficient flexibility to accommodate communities across a range of capacity levels. Understand that capacity building takes time, and that this process may be especially lengthy for those communities at the lower end of the experience spectrum.

D&G Support partnerships' participation in ongoing capacity and learning network development. Opportunities to connect with colleagues engaged in similar work and experiencing similar challenges can inspire new and creative ideas, boosting a partnership's potential for success. Grantee meetings, learning network conference calls, and set-aside funds (separate from the grant funding) for partnerships to pursue capacity-building opportunities were helpful to many Fit Community grantees. Likewise, designation applicants and recipients appreciated the technical assistance and feedback received during and after the application process, and many expressed interest in additional capacity development opportunities.

D Consider the benefits of a designation award program, which can serve as a low-cost, high-visibility way to spotlight the partnership and local policy makers, lift up communities' efforts to prioritize health, and promote economic and community development efforts.

TA PROVIDER

G Schedule regular communication with grantees to help them stay on course, remain motivated and receive timely support. Consistent contact allows technical assistance providers to build collaborative and open relationships, provide an informed yet objective perspective, and create an outlet for grantees to discuss both successes and challenges.

G Build trust from day one. The application phase of an initiative is an ideal time to begin a technical assistance relationship, because applicants receive tailored feedback before submitting their proposals and understand that the TA provider wants them to be successful. It also helps them gain experience with concepts such as policy and environmental change, and avoid spending time developing an application that is unlikely to succeed.

D Give tailored feedback to community partnerships in response to their designation applications. Capacity building can take place by simply hearing an outside source's insights and engaging in a discussion about the strengths and opportunities for improvement revealed in the application. Partnerships can use such information to help prioritize their goals, shape advocacy and communication strategies, and seek future funding opportunities.

Lesson: Implement Comprehensive Projects that Emphasize Policy and Environmental Change to Impact Community Health.

COMMUNITY

G Create a targeted initiative that connects to a community-wide vision. Focusing on a specific geographic area or population can make initiatives more manageable and increase their likelihood of success. Success, in turn, helps rally people and resources around the initiative and the larger vision to which it connects, setting the stage for broader and long-term progress.

G Move beyond the comfort zone of familiar strategies, such as fitness or educational programs, promotional campaigns or physical projects. The short timeframe of the Fit Community grant made it especially challenging to integrate all aspects of the 5P Community Action Model, especially policy. Without policy change, however, programs and physical projects alone had limited potential to generate sustainable, long-term behavior change.

G Secure additional resources or utilize existing ones, such as land, a local park or in-kind capital improvement funds, in order to maximize the impact of outside funding. Engage partners who

are able to piece together resources, leverage the greatest possible value from a relatively small grant award and articulate how a small, targeted project fits into a larger vision.

FUNDER

G Allow sufficient time and funding to support comprehensive community change initiatives. Due to the complex, dynamic and multidisciplinary nature of such work, it was often challenging for communities to create sustainable policy and environmental change within the context of a two-year, \$60,000 grant project, though they were able to make significant progress toward this goal.

D Bolster communities' efforts to prioritize policy and environmental change work in a designation application by emphasizing those criteria in applicant evaluations, and including a wide range of ideas that help communities identify their strengths and potential areas of improvement.

TA PROVIDER

D&G Recognize that policy change is often the most difficult strategy to understand and implement, and provide early and ongoing support in this arena. Give clear guidance regarding expectations at the outset of the grant period and in a designation application, and provide support that assists partnerships in translating policy work in ways that are relevant to community members and partners.

D&G Encourage partnerships to consider a range of policy strategies, including changes in institutional and organizational practices and guidelines, rather than focusing solely on laws or ordinances.

“It was really helpful that someone could be there to be my sounding board and give advice. It was expertise you could count on.”

— Amy Sheele, executive director,
Graham Children's Health Services and project director
with the Town of Burnsville's Fit Community grant.



Lesson: Build Flexibility Into the Process.

COMMUNITY

G Expect to adapt to the inevitable changes that occur within a comprehensive community-based initiative. The evolving nature of the work and unpredictable factors such as politics, partnership dynamics and even the weather can generate unexpected opportunities and challenges, and partnerships must be ready to respond to changing realities within their communities. For example, turnover in project staff as well as budget and work plan revisions sometimes led to fundamental changes in project scope. In these situations, the most successful initiatives relied on partnership collaboration, creative use of resources and transparent communication with the technical assistance provider and funder to navigate such changes.

FUNDER

G Plan for regular discussions and updates regarding grantee progress. The dynamic nature of community change work becomes less challenging when a funder is knowledgeable about project conditions and remains open to revisions in project leadership, budgets and scope.

G Reduce administrative barriers regarding approval and use of funds so communities can be nimble with grant dollars and adjust to changing conditions and emerging needs, as well as capitalize on unexpected opportunities that could add value to a project. Trust between funders and grantees increases with transparency regarding spending requirements and provides an appropriate balance of budget oversight and flexibility.

D Reflect the range of applicant communities within the design of a designation application – small towns to large counties; rural, suburban and urban locations; and those across the socioeconomic and geographic spectrum. The award should have sufficient flexibility to recognize accomplishments and uncover gaps in a diverse array of communities.

TA PROVIDER

G Communicate proactively with funders about potential changes or challenges that could impact project scope and timeline, so communities can revise their work plans and receive administrative support and technical assistance in making appropriate adjustments.

Lesson: Consider Equity in the Effects of Any Initiative.

COMMUNITY

D&G Recognize the importance of place within communities. Health disparities are often influenced by where people live and are therefore extremely relevant for local partners who are working on healthy community initiatives. The most meaningful and impactful grant projects found ways to engage and serve the most vulnerable populations. For the designation initiative, only those communities that were able to objectively identify and discuss their strengths and weaknesses regarding equity were successful in receiving designation awards.

FUNDER

G Award funding to communities across a range of capacity and resource levels by designing initiatives that provide distinct supports and

expectations for each. Funders could exacerbate disparities between communities when they overlook proposals from lower capacity partnerships or award funding to those who may not be ready for a grant initiative with the same expectations as higher-capacity partnerships. In this way, communities that may lack the resources and experience at the beginning of an initiative can better understand the work and lay a foundation for ongoing progress and achievement.

D Integrate health equity criteria into the assessment component of a designation initiative to ensure applicants examine the impact of their policies, practices and environments on vulnerable people and places. If such criteria are not explicit, funders risk perpetuating historic and systematic inequalities in communities.

TA PROVIDER

G Ensure that a basic understanding of the structural and historical reasons for inequities is part of the technical assistance team's competencies. Have a cadre of other technical assistance providers available, and help partnerships identify local experts to provide strategic support to assist in building and sustaining community capacity to address the equity issues raised by their work.

D&G Prepare to go beyond the content of active living and healthy eating while serving communities. When members of multidisciplinary partnerships begin to cross traditional boundaries, perhaps for the first time, class or racial tensions may arise and longstanding assumptions about the distribution of resources may be challenged. These dynamics can impact the work, and addressing them in a constructive way is a crucial part of the process.

Lesson: Prioritize and Support Evaluation.

COMMUNITY

G Identify resources to support local evaluation. Seek involvement from partners with experience in evaluation, and collaborate with community members to ensure that evaluation serves the community. Evaluation should align with project goals and avoid creating additional work that does not ultimately benefit the implementation and sustainability of the initiative.

G Measure community-level outcomes that address more than simply individual-level program impacts and number of participants. Determine the goal, then plan the evaluation and begin gathering information so it can be utilized strategically.

G Consider the value of qualitative evaluation tools, such as Photovoice and/or storytelling techniques that can capture community change from residents' perspectives. Such strategies can offer powerful insights regarding the impact of an initiative, and can also facilitate meaningful community engagement.

D Reference a completed designation application, or portions of it, as an evaluation tool to help prioritize future opportunities and/or gaps to be addressed.

FUNDER

D&G Engage in evaluation of an overall initiative by developing and investing in a clear evaluation plan before implementation begins, and working with an outside evaluation contractor to ensure validity. A comprehensive, credible evaluation can help make the case for continued funding of active living and healthy eating work. It also can offer important lessons and evidence to guide future initiatives.

G Adequately fund local evaluation, which allows communities to share the impact of their work with key stakeholders (decision makers and constituents) and builds support for continued collaboration over time. This can be done by assisting communities in identifying resources and capacities for evaluation and by providing additional funding.

TA PROVIDER

G Provide evaluation tools and resources that are tailored to communities' needs, and offer feedback on the evaluation tools that partnerships design.

G Assist in analyzing, summarizing and using evaluation outcomes in meaningful ways, and with different audiences, to support sustainability.

G Steer communities toward evaluation strategies that offer the greatest impact for building a base of local support – those that frame the community's work in terms that address key decision makers' and constituents' critical concerns.

“We work together for the greater good, without competition for getting credit. That has been strengthened by the success of this project and how the community views it with pride.”

–David Horne, business development vice president, Caldwell Memorial Hospital and partner with the City of Lenoir's Fit Community grant.



Fit Community Partnership



HWTF: The North Carolina Health and Wellness Trust Fund was created from the Tobacco Master Settlement Agreement as an investment in initiatives benefitting the health of North Carolinians. From 2001 to 2011, HWTF invested over \$125 million in tobacco prevention and cessation and \$19 million in obesity prevention. Through its leadership, HWTF contributed to a major shift in statewide policies to prevent tobacco use, achieved all-time lows in teen smoking rates, and addressed the growing obesity epidemic with supports for policy and environmental change.



ALBD: Active Living By Design was launched in 2002 as a national program of the Robert Wood Johnson Foundation (RWJF) and is part of the North Carolina Institute for Public Health at the UNC Gillings School of Global Public Health in Chapel Hill, NC. ALBD currently serves as the national program office for RWJF's Healthy Kids, Healthy Communities initiative, and was chosen to partner on the Fit Community initiative because of its nationwide success in supporting community-led initiatives to increase active living and healthy eating. More information is available at www.activelivingbydesign.org and www.healthykidshealthycommunities.org.



BCBSNC: Blue Cross and Blue Shield of North Carolina is a national leader in obesity prevention efforts and other preventive health initiatives. BCBSNC partnered with HWTF for two years on the Fit Community designation program. In addition, from 2005-2009, the independent Blue Cross and Blue Shield of North Carolina Foundation collaborated with ALBD on Fit Together, a complementary but distinct grant initiative that focused on increasing active living in five rural counties across the state. The Fit Together case studies document can be downloaded at www.bcbsncfoundation.org/fittogether.



NC DPH: The North Carolina Division of Public Health works to promote and contribute to the highest possible level of health for the people of North Carolina. Within DPH, the Chronic Disease and Injury Section's Physical Activity and Nutrition Branch has funded a variety of community-based initiatives that focus on creating healthier community environments. DPH funded Fit Community in its final year. More information is available at www.publichealth.nc.gov and www.NCPANBranch.com.



Resources discussed throughout this document are available for download at www.activelivingbydesign.org/fit_community_resources.

CITY OF BURLINGTON:

Map of Pedestrian Safety Improvements Around North Park
North Park In Motion Program Brochure
North Park local media coverage

CITY OF LENOIR:

Garden Manager Job Description
Gardener Memo of Understanding
Gardener Welcome Letter
Land Use Lease Agreement
Unity Park Gardens Promotional Door Hanger
Unity Park Gardens Promotional Flyer
Two Men and a Stove Healthy Recipe Promotional Flyer

CITY OF MOUNT AIRY:

Mount Airy Greenway Map
Mount Airy Recreation Master Plan Survey
North Carolina NOW's Healthy Kids, Healthy Lives Series - Episode Featuring Mount Airy

CITY OF SALISBURY:

Fit Community Grant Project Area Map
Salisbury Farmers' Market Web site
Salisbury's Land Development Ordinance (LDO)
Salisbury's Vision 2020 Comprehensive Land Use Plan

MECKLENBURG COUNTY:

Mecklenburg County Healthy Vending Criteria and Implementation Plan
Working Toward Wellness Policy Change Handouts:
Vending Machine Policy
Food Donations by Vendors
Food Donations by Employees
Holding Walking Meetings
Working Toward Wellness Web Site

PITT COUNTY:

Map of Alice F. Keene Park and Surrounding Area
Pitt County Community Schools and Recreation
Community Use Policy
Pitt County Comprehensive Land Use Plan
Pitt County Healthy Eating Policy
Pitt County Schools Use of Facilities Policy

TOWN OF BURNSVILLE AND YANCEY COUNTY:

Caught Walking Physical Activity Promotional Campaign
Newspaper Advertisement
Couch Potato-to-5K Physical Activity Program Flyer

TOWN OF FAISON:

Town of Faison Ordinance 23.03 Establishing the Recreation/Wellness Commission
Town of Faison Recreation/Wellness Center Site Plan

VILLAGE OF PINEHURST:

Memo of Understanding between Pinehurst Police Department and Pinehurst Elementary School
Pinehurst Walks! Inclement Weather Policy
Pinehurst Walks! Volunteer Safety Guidelines
Pinehurst Walks! Walking School Bus Punch Card Template



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